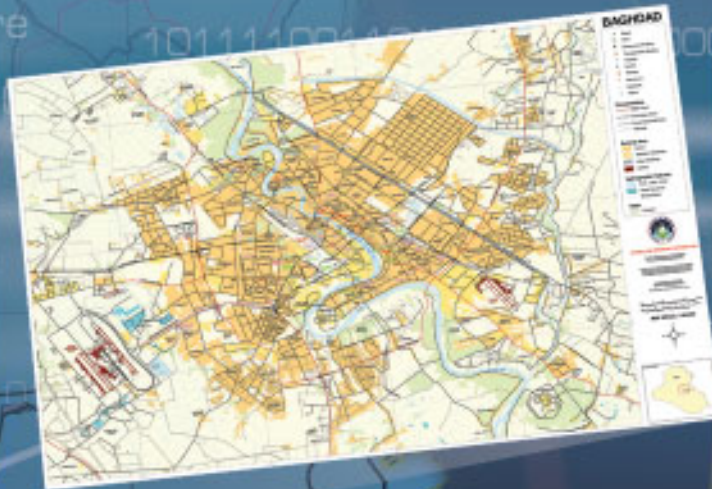


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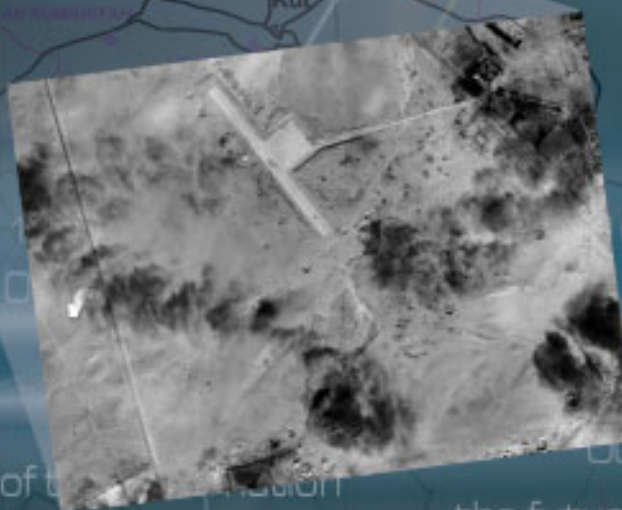
MAY/JUNE 2003

PATHFINDER

Know the Earth ... Show the Way



NIMA Supports Operation Iraqi Freedom



PATHFINDER

MAY/JUNE 2003

NATIONAL IMAGERY AND MAPPING AGENCY



Contents

- 4 NIMA Teams with Military Services to Define MSD
- 5 Serving with the 6th Fleet: An Honor and a Privilege
- 6 NIMA Teams Aid Space Shuttle Recovery Effort
- 8 Operation Iraqi Freedom: NSTs Show the Way
- 13 Director's 10 Precepts for Leadership

Departments

NEWS BRIEF

- 11 Farewell IDEX, Hello WALA!

Now

- 12 NIMA Trains New Leadership Culture
- 12 GI Training Program Premieres
- 14 Transformation Contracting in NIMA

NEXT

- 15 Functional Managers' Guide Sets Direction

On the Cover

NIMA brought the power of Geospatial Intelligence to the war fighter during Operation Iraqi Freedom. On-the-scene experts, products that provided crucial guidance and high-tech systems on the palace grounds all made a difference. NIMA Military Executive Air Force Brig. Gen. Michael G. Lee spells out how in his column on Page 3. The centerfold has more photos from Iraq and a story on the role of NIMA Support Team members by deployment team leader Craig Pearson.

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On My Mind ...

NIMA — “Role Model” in War

We are writing you from the front lines of Operation Iraqi Freedom (OIF). The support for this operation was the culmination of NIMA’s long-term efforts to bring the power of Geospatial Intelligence to the war fighter. We could not be prouder of the contributions everyone made to ensure NIMA’s many successes. Since 9-11 and the start of Operation Enduring Freedom (OEF), all of you have worked many long hours, sacrificing time with family and friends. All your hard work has truly made a difference.



We have spent the last three months assisting the Combined Force Land Component Command (CFLCC), and wanted to share some of NIMA’s achievements. While providing critical support to these operations, NIMA also took the first steps in a vital, ongoing, transformation process. The innovations NIMA brought to the theater were early validations of the benefits transformation can bring.

NIMA’s role in OIF began long before the first shot was fired. Geospatial Intelligence is the framework around which all intelligence preparation of the battle space, mission planning and strategic decisions are made. All sea, air and land forces navigated, employed weapons and directed combat action based on NIMA Geospatial Intelligence products. From our vantage point at CFLCC, we saw decisions of the highest order, including when and where to start combat operations, based upon NIMA reporting and NIMA visualization tools.

Many of these successes were the result of transformation capabilities NIMA brought to the fight. Applying lessons learned from operations in the Balkans and Afghanistan, NIMA conceived, designed, developed and deployed four high-payoff systems, addressing critical war-fighting shortfalls:

- **Bandwidth.** The NIMA Deployable Communications System (NDCS) improved remote access to NIMA’s data. After rapid prototyping, five systems

deployed in support of OIF with ground forces. NDCS significantly augmented the ability of the NIMA Support Teams (NSTs) to rapidly meet Geospatial Intelligence needs while operating in the field.

- **Geospatial Data.** Bridging the gap from the United States to Southwest Asia, NIMA fielded the Geospatial Intelligence Library (GIL) in only 120 days. The GIL, manned with three full-time employees, was validated. It became the perfect solution for bringing NIMA’s multi-million dollar investment in Geospatial Information forward to *all* customers during *all* operations in Southwest Asia. The GIL enabled increased customer access to data, while also freeing bandwidth, reducing timelines and maximizing efficiency.

- **Mobile Integrated Geospatial-Intelligence System (MIGS).** The MIGS is a mobile, air-transportable, fully integrated, communications, visualization, Geospatial Intelligence solution. Through the MIGS, and its reach-back power, all NIMA products and services were available to front-line forces. This one-and-only prototype system—“NIMA in two Humvees”—meets all mapping and imagery requirements in the most remote and austere locations, and forms the nucleus of NIMA support to all customers in and around Baghdad, Iraq.

- **Common Data Baseline.** NIMA ensured all war fighters: soldiers, airmen, sailors, Marines and coalition partners,

were operating on the same digital “map.” Populating and distributing over 325 external hard drives to 50 remote locations throughout the theater established a common geospatial and imagery baseline, and allowed for map production in the field, bypassing hardcopy delivery channels. This low-tech solution provided crucial data that would have taken each site over two years to download at T-1 rates. This achievement was a first for warfare—component commanders knew they were going into battle with the same imagery and geospatial products.

Key to NIMA’s success in OIF was the deployment of NIMA personnel and resources to the most critical locations in theater and the tremendous reach-back capability NIMA provided from the rear. We cannot say enough about the dedication, patriotism and determination of the entire NIMA work force. Over 70 deployed personnel prevailed in very dangerous conditions because they had the support of NIMA people everywhere. NIMA’s deployment and reach-back process will be a model for future agencies’ support to military operations.

NIMA efforts were apparent to all components. Air Force Maj. Gen. Daniel P. Leaf, Air Combat Coordination Element Commander, who was extremely impressed with the MIGS and the

continued on page 11

NIMA Teams with Military Services To Define Mission-Specific Feature Data

By Doug Stiles

A Tiger Team comprised of NIMA and military service representatives recently completed and published a Unified Profile for mission-specific feature data.

Mission-Specific Data (MSD) includes intensified elevation data and imagery as well as features. Of these data types, feature data presents the most significant challenge, due to its complexity. Feature data are points, lines or polygons used to represent geospatial entities.

The Tiger Team merged individual military service feature requirements for air, land, urban, littoral and ocean environments and created a Unified Profile that details the features necessary to satisfy the needs of the services and commands.

Geospatial Transition Plan

NIMA reiterated its plan to embark on a ready and responsive strategy to support customers in its Geospatial Transition Plan (GTP) published in 2001.

Key to this strategy is Foundation-Based Operations. This concept involves populating various databases comprising Foundation Data to improve NIMA's posture (i.e. readiness) to support future operations. It also involves developing responsiveness—capabilities to support specific missions by intensifying pre-existing foundation data.

When MSD is requested, NIMA and its customers define the content, currency, formats, complexity and costs of data extraction. Usually, timelines are very short.

The possible combinations of features, attributes (information about features) and data densities are infinite, so establishing a baseline for discussions with customers about requirements is crucial to a ready and responsive strategy.

Through the Tiger Team, NIMA and its customers took the critical first step in defining a migration path from legacy mapping and charting products into the information-centered world of the future.

Unified Profile

The Unified Profile for MSD comprises five levels of granularity that increase in feature content, as missions require greater data resolution.

"These five Unified Profile levels are established points along the MSD continuum and constitute a starting point in the MSD requirement definition process," said John Liebsch, leader of the GTP implementation team. "They provide a starting point from which a commander's or intelligence organization's true MSD can be more easily defined and understood."

At each level, the Uniform Profile identifies specific features to meet an anticipated mission need. The data

format is designed to support the military services' systems developers.

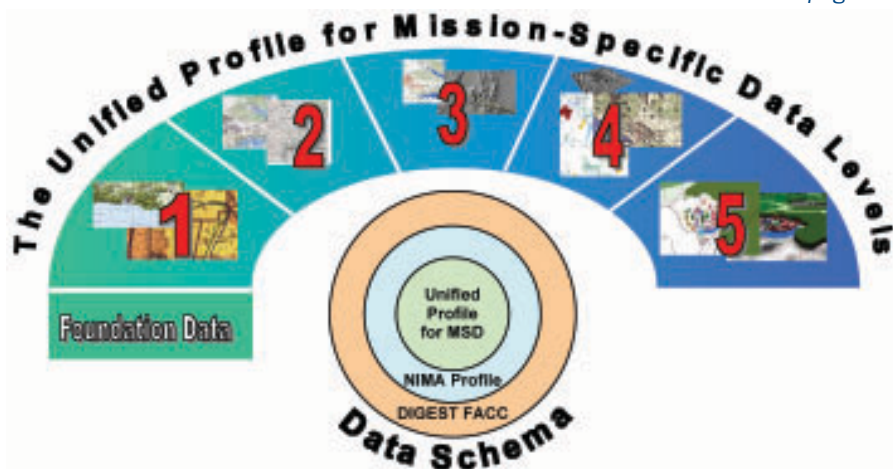
The MSD Tiger Team members reviewed the Unified Profile in February and the final data definition document was released in late March.

Current Status and Future Direction

The GTP implementation team works with NIMA's Geospatial Intelligence Advancement Testbed (GIAT) and the Analysis and Production Directorate to generate metrics for the development of MSD from pre-existing Foundation Data. This metrics-related work:

- Provides reference points for customers to request specific MSD information while understanding the costs/timelines involved with each type of information being requested (e.g. *"I need MSD level one minus the vegetation coverage ... how long will that take?"*),
- Establishes specific MSD "baselines" for service system development and training, and

continued on page 10



The Unified Profile defines five levels of Mission-Specific Data. Each level has additional detail (density and resolution) and more features to meet specific mission requirements. To ensure data interoperability, the data schema for the Unified Profile is a subset of features defined in the NIMA Profile. The NIMA Profile is a catalog of feature and attribute definitions represented in NIMA data sets. It is a subset of the Digital Geographic Information Exchange Standard (DIGEST) Feature Attribute Coding Catalog (FAAC), the data dictionary maintained by the Digital Geographic Information Working Group, comprised of both U.S. and foreign government representatives.

Serving with the 6th Fleet: An Honor and a Privilege

By John Roa

“Under way! Shift colors!”

These cryptic words blaring from a loudspeaker signal the beginning of another business trip, of sorts, aboard USS *LaSalle*—flagship of the 6th Fleet. “Shift colors” is a traditional command to lower the American flag from the stern and raise it on the yardarm as the ship heads to sea. “Under way” informs the crew the ship is free of its moorings.

Forward-deployed and home-ported in Gaeta, Italy, *LaSalle* sails throughout the Mediterranean basin for a significant portion of the year, supporting 6th Fleet and NATO. The ship returned to home port April 20 after two months in the Eastern Mediterranean Sea supporting Operation Iraqi Freedom.

Working on a 38-year-old warship is as challenging as it is rewarding, not to mention a bit adventurous. If you’re willing to adapt to the mission environment of your customers, the tour can be a great experience.

The work scene is removed from the typical NIMA landscape of broad hallways, elevators and cubicles. The ship’s functional design dictates limited space for working, and the living quarters are spread out among several decks. Foot traffic gets around through a network of narrow passageways and steep ladders with handrails. When the ship encounters rough seas, it is healthy to grab a rail.

The desk—in the crowded Fleet Operations office—is “secured for sea,” which means rigged with a combination of cord, braces and packing tape to keep equipment and books from moving when the ship begins to roll. Home is an 8 by 9-foot stateroom furnished with bunk bed, sink, closet and dresser and shared with a staff officer.

The rewards of a 6th Fleet assignment include opportunities to travel among the countries bordering the Mediterranean

and Black Seas, visiting ports from Casablanca in Morocco to Novorossiysk in Russia. For a lifelong student of geography, it’s a privilege to encounter such a wide range of culture, cuisine and historic sites. My favorite city was Barcelona.

Supporting the Customer Afloat

The 6th Fleet staff embodies a cross-section of professions, with geospatial project requirements as diverse as the

customer base. The need for varied battle-space perspectives drives unique, customized geospatial solutions for a broad range of aviators, surface-warfare officers, expeditionary planners, force protection specialists, meteorologists and intelligence analysts, to name a few.

Fusing almost any combination of imagery, bathymetric data, topographic vector layers, raster maps and digital terrain data with the customer’s requirements yields tailored products the staff

continued on page 10



Photo by Roger Bewig

John Roa stands below the Monument to the Discoveries in Belem, Portugal.

NIMA Teams Aid Space Shuttle Recovery Effort

By Wells Huff

There aren't many of us who won't remember the first definite news, after a few preliminary reports, on Saturday morning, Feb. 1: "The Space Shuttle *Columbia* has disintegrated over Texas on re-entry...."

There would be a detailed investigation, stretching into months and perhaps years. But the immediate job was to recover human remains and then every shred of debris that had not disappeared in space that could be located.

The Federal Emergency Management Agency, now part of the U.S. Department of Homeland Security, asked NIMA to provide an imagery assessment. Analysts worked through the weekend looking for new debris locations.

"National Technical Means (imagery from government-owned intelligence satellites) was not the optimal platform to identify shuttle debris scattered over such a large area, said NIMA's Homeland Security branch chief for readiness, response and recovery.

The problem was the size of the debris area. The break-up began about 9 a.m. Eastern time, when *Columbia* reentered the atmosphere over southeastern Texas at an altitude of just over 200,000 feet and a speed of 12,500 miles per hour. Debris scattered along a corridor roughly 40 miles wide and more than 200 miles long, extending southeast from Dallas across the Louisiana border.

"When a tornado hits, you've got 10 or 20 square miles to look at," said NIMA's liaison to FEMA. "With this effort, you're looking at more than 10,000." To examine such a large area in detail, a different plan evolved.

On Wednesday, Feb. 5, the FEMA Disaster Field Office (DFO) in Lufkin, Texas, requested NIMA geospatial assistance in tracking, validating and displaying the locations of debris. Further, the DFO requested a capability to rapidly print a high volume of maps and plots of debris locations.

Geospatial analysts left for Lufkin with their equipment the following day, and

were in place by Friday, Feb. 7.

Throughout the period of deployment, new geospatial analysts arrived at the Disaster Field Office to relieve members of the team, who worked 16-hour daily shifts.

The analysts had the data and capabilities to produce tailored analytical products for decision makers and emergency managers. As their work proceeded, every debris location became part of a growing database of discovery.

Initially the Disaster Field Office had a limited capability to print the massive numbers of maps requested by the various debris search teams. The arrival and performance of NIMA's Remote Replication System (RRS) saved the day.

Because RRS is a single workstation that can operate independently or connected to a network, it significantly increased the DFO's capability to produce graphics for the deployed ground crews searching for debris.

On Saturday, Feb. 8, a team of RRS personnel from NIMA St. Louis arrived



Photo by Al Schulte

NIMA workers inspect a 27-foot planning and reference graphic of the 250- by 40-mile area of the search and recovery effort, on display in the atrium of the Agency's Arnold, Mo. facility.

in Lufkin and began setting up their equipment. Eventually five personnel worked on the team, supporting a two-shift operation, seven days a week.

The RRS quickly became the primary source for replication and graphic output. The geospatial analysts and RRS specialists worked within a larger team of government agencies led by NASA and FEMA, which included more than a dozen other national, state and local organizations.

NIMA's experience and suite of equipment were used extensively in enhancing imagery and in printing the maps and charts that were an integral part of the recovery effort. The RRS operators collected data to output commercial satellite imagery and digital photos with U.S. Geological Survey gridded graphics, used for air and land search operations. During February and March the RRS produced an average of 300 plots per day; it has printed more than 15,000 products to date.

NIMA's analytical and the RRS teams have continually met and exceeded expectations, Homeland Security officials say. Over 900 geospatial intelligence products were created for our customers at the DFO.

NIMA produced commercial imagery-based graphics with sensitive site plots and gridded air and ground search maps for NASA. NIMA also produced maps depicting land cover and tree density for the U.S. Forest Service, location maps for the Environmental Protection Agency, cells of commercial imagery to support airborne sensor flights, and hyperspectral imagery products of a reservoir that showed bathymetry, shorelines and topography.

The work of the NIMA geospatial analysts was completed in mid March,



Photo by Dallas Disaster Field Office

A NIMA geospatial analyst (right) explains the format of a ground search map to the head of a search crew in Nacogdoches County, Texas.

while the RRS effort was to continue through April until the search and recovery efforts were concluded. Many other NIMA personnel also supported the Space Shuttle recovery effort.

While the recovery work can't bring back the *Columbia* or its crew, it can, coupled with the ongoing investigation, make sure it doesn't happen again.

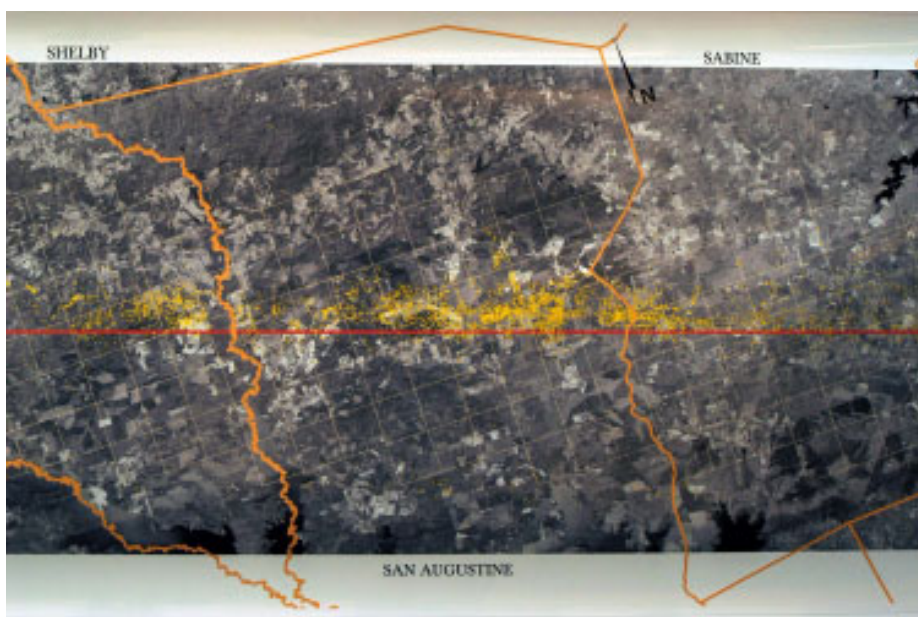


Photo by Al Schulte

On the planning and reference graphic, a yellow dot indicates a "find." A red line marks *Columbia*'s overhead path as the shuttle broke up. The orange lines are county boundaries.

NIMA People Support Iraqi Freedom Deployed NSTs 'Show the Way'

By Craig Pearson

More than 70 employees and contractors deployed to support Operation Iraqi Freedom. They came from all parts of NIMA and served in every capacity—from geospatial analysts to system operators to program managers.

As members of NIMA Support Teams (NSTs), these highly trained professionals live in the same base camps under the same conditions as the coalition forces. They work side by side and provide essential intelligence to Special Forces, Navy Seals, Airborne Rangers and other combatants.

Teams Add Value

NSTs improve the utility of NIMA data and services. A team consists of two to five personnel with deployable Geospatial Intelligence production systems. Air Force Brig. Gen. Michael Lee, NIMA Military Executive, is the lead for all military support. When the decision is made to deploy an NST, the Analysis and Production Directorate organizes the team.



NIMA Support Team members work with a customer from the Army's V Corps terrain team (right) in their tent in Kuwait.

The deployed teams consist primarily of contract support, but more recently have included more and more NIMA

imagery and geospatial analysts. In a recent letter to the NIMA work force, the Director, retired Air Force Lt. Gen. James R. Clapper Jr., encouraged participation on forward-deployed teams to support the war on terrorism and Iraqi Freedom.

The goal is to assemble a team with the right blend of skills and experience to support specific customer requirements at specific locations. Each team is paired with customized systems like the Mobile Integrated Geospatial Intelligence System (MIGS), which is designed to weather sometimes hazardous conditions.

They also support high-speed communications back to the United States using technology like the NIMA Deployable Communications System (NDCS).

Teams have the ability to reach back to NIMA for data and products, fuse this information with tactical and theater sources, and work with customers to produce products tailored to their needs.



NIMA Military Executive Air Force Brig. Gen. Michael G. Lee (third from right) shows a printout of the latest Geospatial Intelligence to Army Maj. Gen. James D. Thurman (second from right) during Operation Iraqi Freedom, while NIMA Support Team members observe.

By working side by side with their war-fighting counterparts, NSTs are better able to support combat units by reaching back for exactly what they want and making last-minute modifications to products that support missions.

This capability is not lost on military commanders. They use NIMA products to help them visualize the battlefield, and they rely on NIMA personnel to provide near-real-time updates and expert advice. NSTs supported the first four units that went into Iraq—a demonstration of their confidence in NIMA. In fact, the first major unit involved in the attack was supported by a NST.

Participation in combat operations does not come without a cost. Besides living in Spartan conditions, NST members are separated from family, friends and loved ones for periods of at least 60 days—sometimes up to a year. Even though they are not considered “combatants,” every deployed person has to be prepared for hostilities, including the possible use of chemical and biological weapons. And when NIMA personnel move forward with combat units, they do come under fire.

Women More Involved

In view of the risks and hardships, NST members are volunteers. Yet, like their counterparts throughout the coalition forces, NIMA women have made history by the extent of their participation in Iraqi Freedom.

In fact, since the terrorist attacks of Sept. 11, 2001, NIMA has deployed many women, in addition to those who serve on a permanent basis at



NIMA Support Team members show their colors as a crew in the background works to put out fires at Iraq’s Rumaylah oil fields.



NIMA Support Team members deploy to Baghdad aboard a C-17. Author Craig Pearson is third from right.

military commands and units. Last year three of the six people deployed the longest were women, including one individual who logged almost 250 days in forward locations—the most of any person deployed.

The bottom line is that NIMA men and women are making a difference—on the front line, within organizations of those whom we support, and throughout the enterprise we call NIMA.

About the Author

A deployment team leader in Crisis Operations, Craig Pearson deployed in April in support of Iraqi Freedom. He also deployed in September 2001 with the lead elements of Operation Enduring Freedom. A former Special Operations intelligence officer, Pearson has served with NIMA and the National Reconnaissance Office on deployments to the Arabian Gulf (three tours, including Operation Desert Storm), Kosovo, Bosnia, El Salvador, the Horn of Africa and in numerous exercise and operational support trips to Asia. Before going to Iraq, he said, “I’ll enjoy being there with our troops. This will be an opportunity to see history in the making.”

An antenna of the NIMA Deployable Communications System at Abu Gharyb palace, beside a bombed-out bridge, gathers the latest NIMA data, products and services for dissemination to the war fighter.



Defining Mission-Specific Feature Data

continued from page 4

- Enables NIMA planners to develop a set of benchmark costs for MSD production.

The GIAT has begun to prototype MSD level one feature content. The first prototype, currently in development at NIMA St. Louis, focuses on developing workflow and metrics collection procedures that can be applied to future prototypes.

Ongoing MSD metrics development aims at:

- Feature-attribute definitions to support prototyping MSD.
- Evaluating data-exchange options for the dissemination of MSD.
- Coordinating the review of the Unified Profile and prototype data with the services, combatant commands and national agencies.

About the Author

Doug Stiles advises the Geospatial Transition Plan implementation team on Mission Specific Data development.

Now a NIMA contractor, he has produced and analyzed geospatial information in the federal government and private industry.



Serving with the 6th Fleet

continued from page 5

can use as decision or briefing aids. NIMA Support Team members also serve as liaison to the 6th Fleet commander, providing a reach-back capability for fleet planners, who periodically need special or short-suspense products and services from NIMA.

Before and during Operation Iraqi Freedom, my job supported the 6th Fleet commander's war room, creating custom graphics to represent the battle space for carrier sorties and cruise missiles, which was continually refined by staff planners. As the work shifted from planning to war

support, it was interesting to have a front-row seat.

Late one night, *LaSalle* cruised within close range of the guided missile destroyer USS *Mitscher*, which provided a rare opportunity to witness the launching of several Tomahawk cruise missiles. It was an impressive display of sea power, knowing that the warheads would be delivered precisely on enemy targets hundreds of miles away, thanks to NIMA digital data.

Serving aboard the *LaSalle* provides a fast-paced environment, challenging

analytical situations and direct customer interaction. It pushes NIMA liaisons beyond their expectations for professional development. You receive excellent support from your European Command colleagues, the NIMA Support Team geospatial analyst program office and fellow deployed analysts. Superb products and services provided by NIMA enable liaisons to meet the needs of their 6th Fleet customers, for whom it is an honor to work for and with.



U.S. Navy photo

Sicily's active volcano Mount Etna provides a backdrop for the 6th Fleet flagship USS *LaSalle*.

About the Author

A member of the European Command NIMA Support Team, John P. Roa serves as NIMA's representative to the

Commander of the U.S. 6th Fleet. Having worked aboard USS LaSalle the past 4 1/2 years, he is scheduled to complete his assignment this year. Roa began his career with the Defense Mapping Agency in 1991. His experience includes point target analysis and scene visualization prototyping.



Farewell IDEX, Hello WALA!

Over the past decade, imagery analysts have relied on the Imagery Data Exploitation system (IDEX II) as their workhorse for softcopy imagery exploitation. A leap in technology when it was introduced shortly before Operation Desert Storm, IDEX II served 12 Department of Defense sites, including NIMA and other intelligence agencies and centers.

Now the IDEX II era is coming to a close. Toward the end of 2002, the venerable system was decommissioned at the first sites to begin operations with systems comprising the Washington Area Library Architecture for Imagery Analysis (WALA IA).

WALA IA is "the first step in the transformation of how analysts do their business," said the chief of NIMA's Office of Current Operations. Plans call for its implementation throughout NIMA, including St. Louis.

WALA IA integrates independently developed components of the National System for Geospatial Intelligence (NSGI). With the Integrated Exploitation Capability (IEC) on their desktops, WALA users interface with the National Exploitation System (NES) to order and schedule imagery. They also have direct access to stored imagery from the NIMA and National Information Libraries, and they can use the Integrated

Access Services (IAS) component to search for imagery and intelligence data on secure networks.

"We can access and review more images more quickly than we could with the IDEX," the current operations chief said. "The IEC in particular brings together tools an analyst needs to get the job done, and it's flexible

enough to incorporate more tools over time."

The goal is to have an end-to-end exploitation and reporting process—all in softcopy—on one system.

—AIR FORCE MAJ. COREY SPOONHOUR



Photo by Tony Boone

A robotic arm retrieves a digital data cassette (D2C) from online tape storage to fill the request of an imagery analyst using the Washington Area Library Architecture.

On My Mind ... *continued from page 3*

entire NIMA Deployed NSTs and reach-back capability stated, "I couldn't be more impressed with the way NIMA has operationalized intelligence. It's a new NIMA. I'm impressed with what you've

done, especially on a limited budget ... Great work! Truly transformational!"

NIMA's tailored geospatial products, recent, *relevant* imagery and expertise are the critical enablers for the latest weapons,

technologies and procedures on the battlefield. We have "operationalized" intelligence—placing, in a timely manner, actionable Geospatial Intelligence in war-fighters' hands. NIMA truly helped bring victory and shortened the war, saving many American and Iraqi lives. The challenge has not ended; NIMA has a decisive role to play in post-conflict stability operations, "Phase IV," which will bring about the restoration of critical infrastructure and humanitarian aid for the Iraqi people. NIMA continues to make a difference!

Know the Earth ... Show the Way ... Support the War fighter!

MICHAEL G. LEE
Brigadier General, U.S. Air Force
Military Executive



NIMA Military Executive Air Force Brig. Gen. Michael G. Lee (second from left) stands in front of the palace of former president Saddam Hussein in Baghdad, Iraq. Others are, from left, NIMA Support Team members Army Chief Warrant Officer Hector Cuevas, Jim White and Craig Pearson.

NIMA Trains New Leadership Culture

NIMA's School of Leadership and Professional Studies (SLPS) is revolutionizing Agency leadership training. It embraces a stair-step training design to foster and develop a NIMA-wide leadership culture.

The leadership continuum ensures that all employees, from the newest Band 1 through the executive ranks, learn—and know how to practice—shared leadership precepts.

The new SLPS approach includes the following steps on the stairway to successful leadership:

Laying the Foundation refers to courses that introduce fundamental leadership concepts to Band 1 and 2 employees. These include "Leadership,

Followership and Achieving Organizational Loyalty" and "Leadership is Everyone's Business."

Preparing for the Challenge (PFC) is a new, two-week course for Band 3 employees that serves as the cornerstone for encouraging Band 3s to accept—and practice—NIMA's leadership precepts. At the same time, it helps to develop an environment that fosters a leadership culture. As an introductory leadership course, PFC highlights teambuilding and introduces James Kouzes' and Barry Posner's "leadership challenge" principles as the NIMA model.

The Leadership Challenge Program is a three-week program that helps Band 4 and 5

employees who have demonstrated the potential for future leadership responsibilities learn to apply key principles. Participants nominated by their Key Components (KCs) build a repertoire of management and leadership skills that will prepare them for future organizational decision making and calculated risk taking.

Dynamics of Strategic Leadership is a very intensive, two-year career development program for high-performing Band 5 employees that provides leadership and management training for positions of greater responsibility. Individual employees self-nominate but must be endorsed by their KC and selected by NIMA's Human Capital

Management Board to participate.

Showing the Way is a two-week leadership program for executives that continues a program previously known as "Leading the Edge." The final iteration of this course will take place during the fall of 2003. A new, follow-on program will begin in early 2004 and will focus on NIMA customers, culture, corporate identity and communication.

The Leadership Training Continuum augments efforts to build a leadership culture with both current popular classes, such as the "Program on Creative Leadership" and "Leadership Lessons from Lincoln" and a variety of new classes.

GI Training Program Premieres

The Training Directorate's National Geospatial Intelligence College launched two major courses in March that will have enduring impact on NIMA and the Geospatial Intelligence Community—the Geospatial Intelligence Training Program (GITP) and the Community Imagery Analysis Course (CIAC).

GITP fuses key elements of the imagery and geospatial analysis curricula of the College into a single entry-level program for imagery and geospatial analysts in NIMA's Analysis and Production Directorate. Instruction is offered in imagery analysis, geospatial tools, applications and analysis, and emerging sensor and exploitation technologies. The 21-week program culminates with a 5-day capstone event where students apply their new skills and knowledge in a crisis exercise.

The pilot GITP is conducted in a modernized classroom that

features light tables along with newly added geospatial workstations. Before the end of the year, it will evolve into an all-digital format.

GITP will be the foundation for NIMA's transformation to Geospatial Intelligence analysis and production. Students are immersed in the intelligence content long cultivated in imagery training. They are also taught the application of geospatial analysis to solve intelligence problems and to enhance the value of NIMA products. The shared training allows students to build professional bonds and achieve mutual understanding that will serve them throughout their Agency careers. GITP will be offered in the Washington, D.C. area and St. Louis.

CIAC is an intermediate-level imagery course primarily designed for the U.S. services. The 12-week course has a comprehensive

curriculum that stresses analytical approaches to solving imagery intelligence issues.

Based on a survey of the imagery community, CIAC incorporates lessons from the College's other training programs. The course will initially accommodate 80 students per year.

CIAC both enhances students' analysis skills and establishes

NIMA as the community leader for imagery analysis education and training. The course also inaugurates the College's new all-digital classroom, which serves as a test bed for transforming Geospatial Intelligence training programs to a full digital learning environment.



Photo by Tom Mayberry

The Community Imagery and Analysis Course inaugurates National Geospatial Intelligence College's all-digital classroom.

The Director's 10 Precepts for Leadership

1. Have a vision—for yourself and for those you lead. If you feel self-conscious about embracing it and imparting it, it probably isn't the right vision.
2. Be passionate—you must internalize your beliefs and be able to relate them to the matter at hand as a matter of instinct. This is your source of energy and is the “enabler” to motivate others.
3. Put people first—if you don't take care of them, you will ultimately fail, even if all your systems are “green.”
4. Be kind. (This is from Secretary of State Colin Powell; he's right.) I have worked for tyrants and some caring leaders; they can both be effective, but the tyrants cannot sustain it.
5. Be impelled by a sense of urgency—you must have a persuasive drive to get things done.
6. Have a sense of humor—it can be a very effective leadership tool; it is a great tension-reliever, especially if it is self-deprecating.
7. Pay attention to small things (another from Gen. Powell); the cumulative effect is a big thing.
8. Be proficient in all forms of communications—both “active” (speaking and writing) and the often-neglected “passive” skills of reading and (especially) listening. These skills are crucial in the profession of intelligence.
9. Stay in shape—this gives you a huge edge; it gives you the energy and the endurance to “stay urgent.”
10. Last—but always first—is integrity. Without it, the others don't matter.



A handwritten signature in black ink that reads "James R. Clapper".

James R. Clapper, Jr.
Lieutenant General, USAF (Ret.)
Director

Transformation Contracting In NIMA

Integrated Teams Build Relationships and Provide Flexible Business Solutions

By Priscilla Hubley, Karen Palmer and Howard Pierce

As the pace of operations continues to gain speed, NIMA needs to find ways to identify sources and award contracts faster while maintaining legally sufficient business relationships.

At NIMA, contracting officers are redefining their roles as professional business advisers—getting involved earlier in the procurement process and providing great value throughout the contracting life cycle.

The Office of Procurement and Contracts (AC) Leadership Training Program has developed the following definition of *business advisor* to assist contracting officers and their customers with this cultural transition:

"A business adviser is a professional who collaborates with and provides sound, responsive, creative, well thought-out strategic and tactical advice to customers on various business strategies, offering solutions and alternatives to achieve the customers' and NIMA's mission."

Business advisers provide strategic business advice to NIMA leaders to help them make the best possible business decisions in executing their contracting programs. In meeting customer needs in NIMA, business advisers are willing to take prudent risks and apply the most effective business practices from the public and private sectors.

Transforming contracting positions AC to provide flexible alternatives and the best business decisions to meet NIMA's future challenges.

Business advisers know the strategic missions of NIMA, the Intelligence Community and the Department of Defense and join industry in a mission-oriented business partnership.

They have a sound understanding of a variety of different specialties, especially the unique business/political environment of customers and their suppliers.

Business advisers obtain the best value for goods and services for the taxpayer. They have a firm understanding of where any given business decision fits into the larger contexts of the contract, the overall program, NIMA and the federal government.

As business advisers, NIMA contracting professionals have transformed their role from "keeping things legal and ensuring process integrity" to finding the best solutions that provide legal sufficiency and optimize mission success.

Some of the roles AC's contracting officers are assuming include:

- collaborating with the customer to develop requirements,
- working closely with program offices in decentralized teams,

- bench-marking with other organizations to identify and implement best contract processes and procedures,
- gaining a better understanding of NIMA's mission and priorities, and
- finding ways to expedite procurements while ensuring legal compliance and process integrity.

Priscilla Hubley, Karen Palmer and Howard Pierce were members of the Office of Procurement and Contracts Leadership Program, which developed the business advisor concept.



Guide Provides Direction for Evolving GI Role

By Barbara J. Banks and Linda L. Mallery

Since the inception of NIMA in 1996, the Director's Functional Manager's Guidance has served as a blueprint for the future. Today, the Geospatial Intelligence Functional Manager's Guide (GIFMG) continues to serve as a planning and programming tool to take the Geospatial Intelligence (GI) Community into the future, one year at a time.

The goal of GIFMG is to enable the GI Community to anticipate both operational and budgetary impacts to their working environment. In particular, GIFMG enables program managers to more accurately prepare Program Objectives Memorandum (POM) and Intelligence POM submissions.

The Director's guidance addresses GI by partitioning key

directives into functional areas. This focused approach informs the GI Community of capabilities that NIMA provides versus those that external elements need to program in their non-NIMA programs. These capabilities range from operations and maintenance costs, future exploitation capabilities, and analytical support augmentation to the services and commands.

GIFMG format has evolved over time. The most recent publication provides executive guidance for senior leadership, a detailed annex that provides background data at the system/program level for program managers, and a detailed annex on Measurement and Signature Intelligence (MASINT), including Advanced

Geospatial Intelligence (AGI), which refers to all imagery-derived MASINT in NIMA.

GIFMG is published early in each fiscal year and updated, as necessary, to reflect guidance changes resulting from program and budget actions, policy changes, and modifications and refinements to the Defense Planning Guidance and the Director of Central Intelligence Strategic Intent. In the future, Detailed Guidance Annex, the province of select NIMA Key Components, will be updated throughout the year.

GIFMG provides both planning guidance and actionable programmatic direction for the GI Community. This guidance and



direction supports the nation in achieving its security objectives expeditiously and with fiscal responsibility.

NIMA staff officers in the Office of Geospatial Management, Barbara Banks and Linda Mallery are GIFMG co-project officers.

GEOINTEL 2003

Geospatial Intelligence & Information for the Nation

October 14-17, 2003
New Orleans, LA
New Orleans Marriott

The Foundation for Security – A Symposium

NIMA Seniors will participate in the first annual industry-sponsored Geospatial Intelligence Symposium.

NIMA leaders discuss the future of Geospatial Intelligence and how the agency will transform over the next 10 years to meet evolving intelligence requirements

SYMPOSIUM HIGHLIGHTS:

- Meet with industry leaders responsible for programs, systems, organizations and initiatives that are transforming military strategy and national policy
- Hear from National leaders discussing their views on homeland security issues
- Visit 50 technology displays from the industry's foremost suppliers of geospatial systems and services
- Network with attendees from both government and industry — many of whom were on the front lines bringing freedom to Iraq and are on the homeland security front line for our Nation today.

The goal of this symposium is to create an environment of cooperation and openness between government, military, and the private sector and to encourage the development and advancement of the Geospatial Intelligence tradecraft.

For more information go to www.geointel.org

